

FINAL REPORT
TEWKSBURY, MA
CLASSIFICATION AND
COMPENSATION STUDY
APRIL 2015

Prepared by:
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253
603-279-0352
866-501-0352 Toll Free
603-279-2548 Fax
all@municipalresources.com
www.municipalresources.com

© COPYRIGHT, Human Resources Services, Inc. and Municipal Resources, Inc., All rights reserved. 1997 - 2015



TABLE OF CONTENTS



Municipal
Resources
Inc.

TABLE OF CONTENTS

INTRODUCTION	1
Scope of Services	1
CLASSIFICATION AND COMPENSATION	1
Study Process.....	2
MRI PROJECT TEAM	4
EXECUTIVE SUMMARY	5
Scope	5
Classification and Compensation	5
The Plan	5
Pay-related Benefits	6
Maintenance/Update	6
PROJECT REPORT	6
Details of Methodology.....	6
CLASSIFYING AND COMPENSATING POSITIONS	7
The Classification Plan	7
Marketing Survey and Developing the Compensation Plan.....	11
Description of Compensation and Classification Plan.....	12

© COPYRIGHT, Municipal Resources, Inc. and Human Resources Services, Inc., 2015 All rights reserved. No part of this document may be reproduced in any form or by any means, except with joint written permission of Municipal Resources, Inc., and Human Resources Services, Inc.

The Position and Classification system employed in this assessment and report is the MRI/HRS Pay and Classification System. It has been developed and enhanced jointly by Municipal Resources, Inc. (MRI) of Meredith, NH, and Human Resources Services, Inc. (HRS) of Andover, MA.



PAY RELATED BENEFITS..... 13

IMPLEMENTATION AND OTHER RECOMMENDATIONS 14

 Initial Placements for Current Employees..... 14

 Title Change..... 14

 Salaries Below Pay Range 15

 Salaries Above Pay Range..... 15

 Classification vs. Market-Based Systems..... 16

 Vacancies 16

 Update and Maintain the Classification and Compensation Plan..... 16

 Implementation of Pay Plan 17

 Implementation of Classification Plan..... 17

 Cost-of-Living..... 17

 Pay-Related Benefits 17

 School Administrator Positions 18

 Minimum Wage..... 18

CONCLUSION 18

DISCLAIMER..... 19

APPENDICES

 Survey Results..... A

 Proposed Pay Plan and Proposed Classification Plans B



DOCUMENTS SUBMITTED SEPARATELY

1. Rating Manual (Hard copy & Electronically on Disk)
2. Detailed Rating Points (Electronically on Disk)
3. Job Descriptions (Hard copy & Electronically on Disk)

FINAL REPORT



Municipal
Resources
Inc.



FINAL REPORT

TOWN OF TEWKSBURY, MASSACHUSETTS

CLASSIFICATION AND COMPENSATION STUDY

APRIL 2015

INTRODUCTION

Scope of Services

The Town of Tewksbury, Massachusetts, engaged Municipal Resources, Inc. (MRI) to develop a Classification and Compensation Plan based on comparative analysis of approximately 100 positions from town departments, and to conduct a market pay-related benefits analysis. Additionally, six School positions were included in the study for market data, but will not be included in the Classification Plan. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study, as well as review some specific pay-related benefits such as longevity and call back pay, as well as compensatory time policies and type of compensation systems. In general, the study involved developing new, standardized job descriptions, classifying those positions according to a uniform point analysis standard, surveying the market of comparable municipalities to determine rates of compensation, and developing and recommending a new classification and compensation plan and system and making recommendations pertaining to the town's pay-related benefits. The system includes both union and non-union positions; of course, the union positions would require appropriate union negotiations.

CLASSIFICATION AND COMPENSATION

A position classification and compensation plan is an essential and vital component of a comprehensive personnel administration system. The perception that the compensation plan is objective and fair in its assignment of pay to individual positions lends credibility to the town's entire personnel system. The plan represents a systematic, formalized procedure for

developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive “equal pay for equal work”.

However, implementation of a position classification and compensation plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements and compensation accurately reflect the town’s current service needs, while continuing to maintain the integrity and relevance of the plan.

MRI has reviewed the current job duties and compensation levels for the positions studied. Recommendations for placement of positions within the new plan are made along with any potential cost impact. Job descriptions have been revised in a standardized format to reflect more accurately actual job content and to enhance their usefulness as tools in decisions involving pay, recruitment, promotion, and evaluations. Recommendations have also been made pertaining to the pay-related benefits provided by the town to employees.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Municipal Resources, Inc. assumes responsibility for all final recommendations, client input has been sought, carefully weighed, and incorporated into the report whenever possible.

Study Process

This project included the following steps:

- *Organizational Meetings* with town officials to discuss the goals and objectives of the study.
- *Orientation Meetings* with town officials and employees covered in the study to explain project activities, objectives, and methodology. These meetings also gave employees an opportunity to meet MRI consultants and ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing position analysis questionnaires and on-site interviews.
- Preparation of updated *Job Descriptions* with review and comment from employees and supervisors. Employees had an opportunity to review draft job descriptions individually or as a group.

- A thorough *Job Evaluation Process*. Position rating and ranking utilizing MRI/HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using comparable municipalities jointly selected by town officials and MRI.
- Thorough *Pay-related Benefit Analysis* review using comparable municipalities. Recommendations were made as a total compensation package to include both pay-related benefits and salary.
- Several discussions with *Town Officials* to review pay policies and draft work products (i.e., comparative data and other related materials).
- Preparation of minimum estimated *Implementation Costs*.
- Provision of guidelines for maintaining the plan.
- Final preparation of *Report* to the Town with explanation of recommendations and methodology.

The following documents have been prepared for the Town of Tewksbury, MA:

- Proposed FY2016 Classification Plans
- Proposed FY2016 Compensation Plans
- Pay-related Benefit/Policies
- Market Data Analysis (Town and School positions)
- Position Analysis Questionnaire (PAQ)
- Updated Job Descriptions
- Position Rating Manual

MRI PROJECT TEAM

Carol M. Granfield

Project Manager and Senior Principal Consultant

Aleksandra E. Stapczynski

Principal Consultant

Anthony Torrisi

Senior Management Consultant

The project team conducted the following analytical activities:

- The consultants met with the town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided. The Town of Tewksbury provided MRI with necessary documents to include the union contract, personnel plan, benefit material, current salary structure, and current job descriptions. The consultants were given specific directives.
- The project team immediately began the process of interviewing all employees included in the study.
- The project team supplemented this input through the use of employee position analysis questionnaires. Most employees took advantage of this opportunity to provide necessary input to the consultants regarding their positions, essential functions, and necessary qualifications
- The project team collected salary information from each of the comparable municipalities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings and issues with the Town Manager and Human Resources Director. Final draft report and draft job descriptions were submitted for review.

EXECUTIVE SUMMARY

Scope

The study included a review of approximately 100 positions (union and non-union), salary, and specific pay-related benefits. This provided analysis of the job duties of each position, as well as the current salary structure. Additionally, six School Administrator positions were also included in the salary market survey portion of the study only.

Classification and Compensation

Several meetings were conducted with town officials throughout the project. Orientation sessions were provided for all employees. Interviews were conducted with at least one employee from each classification group. A thorough job analysis process of reviewing responsibilities of all positions was conducted. Job descriptions were developed and included reviews of drafts by employees and supervisors before they were finalized.

A thorough market analysis was conducted utilizing comparable municipalities. The twelve municipalities analyzed were: Andover, Bedford, Burlington, Chelmsford, Danvers, Dracut, Melrose, North Andover, North Reading, Reading, Westford, and Wilmington. The comparison for School positions included comparisons from the following seven communities: Andover, Chelmsford, Danvers, North Andover, North Reading, Stoneham, and Wilmington. A comparison was made of the average minimum and maximum salaries.

The job evaluation process establishes the relative value of jobs within an organization, whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. A point-factor evaluation system was used that involved positions being rated on fourteen relevant factors, by one or two consultants, and then ranked and assigned a grade. The Proposed Classification and Pay Plans include grades that incorporate a blending of the point-factor system, and the market data, along with other unique qualities that pertain to the Town of Tewksbury.

The Plan

The Proposed Classification and Compensation Plans were developed to provide the Town of Tewksbury with a solid structure to equitably group similar valued positions within a grade. It provides a Compensation Plan with 13 grades. Each grade includes ten steps from the minimum to maximum salary with 2.5% between each step. The increases from minimum to maximum within each grade is approximately 25%, and there is 9% between each grade level, thus providing growth for positions. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. The step system proposed provides more equity and consistency to all pay plans currently utilized for both union and non-union positions. The new pay ranges

provide town officials with flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired in the future. While the structure includes all positions in one plan, it provides flexibility for the town to separate out the plan to accommodate varying unions and groups. There are some title changes recommended. A total of 22 employees are recommended to have salaries increased to bring their positions to the minimum salary in the grade assigned.

The projected cost to implement the proposed plan for a full year is \$93,044. The Town will compute the additional cost to place employees on steps within the proposed grade. Options for a phased in approach are discussed in the report. It is up to the town to determine its ability to pay with regards to implementation of this proposed plan. Those employees failing below the grade range should be brought into the entry level of the grade. A phased in approach over two fiscal years could take place for any positions with excessive increases.

Pay-related Benefits

Specific pay-related systems/benefits were evaluated which resulted in the development of a compensation plan with 10 steps. Comparable communities have similar systems with steps ranging from 7 to 12 steps. The possibility of having a performance evaluation system to increase through the steps should be considered. Tewksbury has a very generous longevity pay system which adds to the overall compensation benefit. Various compensatory time policies were also reviewed.

Maintenance/Update

Tewksbury is provided with the tools to keep the Plan updated. The Rating Manual provided is to be used by the Town Manager and Human Resources to assist with evaluating positions. Salary data should be reviewed at least every three years in order to remain competitive with the town's salary structure.

PROJECT REPORT

Details of the Methodology

In the Town of Tewksbury, MA, the evaluation of job descriptions, position classification, and compensation levels was undertaken for all employees included in the study. Employees were asked to complete position analysis questionnaires (PAQ) describing their duties, working conditions, physical requirements, supervision, required education, training and experience, tools, equipment, and technology requirements of the job. Following an analysis of these completed PAQs, on-site interviews were held with the employees. Position descriptions were drafted throughout the duration of the study and forwarded to the town for employee and

supervisor review and comment. Final position descriptions incorporated pertinent information from questionnaires, interviews, and draft commentary.

Throughout this process, position rating was done by the consultant team using the MRI/HRS Municipal Position Classification and Rating Manual. A copy of this manual is provided to the town as a separate document. Initial rankings of positions were discussed with the Town Manager and Human Resources Manager. The process of the job rating is based solely on the duties and responsibilities of the position and has no relationship to the abilities, performance, or longevity of the employee currently holding the job.

At the same time, salary and benefit data from municipalities comparable to Tewksbury was gathered and analyzed for as many positions as possible. Some of the factors reviewed in determining appropriate comparable communities included such items as population, form of government, equalized valuation per capita, size of budget, income per capita, location, etc. The sources for the profile data for each community selected included the Massachusetts Municipal Association and the Department of Revenue. A total of sixteen comparable municipalities were sent surveys; twelve were received that had sufficient relevant information to incorporate into the survey. Not all surveys contained comparable positions; however, the range of three to twelve comparisons for most positions provided a good salary comparison. Data is being utilized from the following twelve municipalities:

Andover	Danvers	North Reading
Bedford	Dracut	Reading
Burlington	Melrose	Westford
Chelmsford	North Andover	Wilmington

A survey of School Administrator positions was also conducted. The survey and positions were reviewed separately and not included in the proposed Classification and Compensation Plan. New job descriptions were developed and salaries evaluated. The survey for these positions included comparisons from the following seven communities: Andover, Chelmsford, Danvers, North Andover, North Reading, Stoneham, and Wilmington.

CLASSIFYING AND COMPENSATING POSITIONS

THE CLASSIFICATION PLAN

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Building the classification plan to incorporate it within the current plan involved both job analysis and job evaluation.

Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. Information about the *nature of work* (e.g., essential functions and purpose/objective of the position)
2. The *level of work* (e.g., degree of complexity and accountability)
3. *Job requirements* (e.g., the knowledge, skills, abilities, and other special requirements/characteristics needed to perform the job)
4. *Job qualifications* (e.g., minimum education, training, and experience needed to qualify)
5. *Working conditions* (e.g., the psychological, emotional, and physical demands placed on employees by the work environment)

As stated earlier, information about each position studied was obtained through detailed position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form. New job descriptions have been developed from the information obtained from the PAQ and interviews.

Job Evaluation is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process; the main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, and (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of “job content” around which a salary structure can be established. Similarly, the evaluation process does not measure an individual’s performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Using a point-factor evaluation system, positions were rated by the consultants, and then ranked and assigned a grade. Fourteen rating factors were used to rate all of the positions. These factors, detailed in MRI/HRS’ Municipal Position Classification and Rating Manual, measured the requirements of each position in the following areas. The following are capsule

descriptions of each rating factor. The manual describes each factor in great detail and by degree.

1. ***PHYSICAL ENVIRONMENT***
This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.
2. ***BASIC KNOWLEDGE, TRAINING AND EDUCATION***
This factor measures the basic knowledge or “scholastic content”; however, it may have been acquired, essential as background or training to perform the job.
3. ***PROBLEM SOLVING SKILLS AND EFFORT***
This factor measures the type and range of problem solving which the position consistently requires.
4. ***PHYSICAL SKILLS AND EFFORT***
This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.
5. ***EXPERIENCE***
Experience measures the length of time usually or typically required for the position, with the specified “basic knowledge, training and education”, to perform the essential work functions effectively under normal supervision.
6. ***INTERACTIONS WITH OTHERS/COMMUNICATION***
This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.
7. ***CONFIDENTIALITY***
This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.
8. ***OCCUPATIONAL RISKS***
This factor measures the relative degree of exposure to hazards which might cause injury on the job.
9. ***COMPLEXITY***
This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of

duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.

10. ***SUPERVISION RECEIVED***

This factor evaluates the nature of the instructions, direction, control, and/or monitoring which a position receives.

11. ***SUPERVISION GIVEN***

In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) for personnel actions; and (4) budget development and control through subordinates.

12. ***SUPERVISION SCOPE***

This factor is used to evaluate the extent, breadth, and depth of direction, monitoring, and review given.

13. ***JUDGMENT AND INITIATIVE***

This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgment.

14. ***ACCOUNTABILITY***

In every position, there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points, and a grade derived. The process described in the MRI/HRS Rating Manual, submitted as a separate document, increases the uniformity and objectivity in the application of judgments about positions and the groupings of positions. This process can be used to update the classification plan, to determine how to place new positions on the plan, and to re-grade a current position with adjusted duties to a different grade. Samples of the *Position Rating Summary Sheet* are included in the Manual along with the *Points Assigned to Factor Degrees*. A custom *Grade Determination and Conversion Scale* was developed for the Town of Tewksbury.

MARKET SURVEY AND DEVELOPING THE COMPENSATION PLAN

Municipal Resources, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, MRI distributed custom survey documents to comparable municipalities, those identified above. The summary and results of the survey are provided in Appendix A.

All of the comparative data is FY-15 information and detailed on the survey charts. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the municipality did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Tewksbury. MRI used professional discretionary judgment when comparing positions to the comparable data. The consultants analyzed both the market survey data and the position ratings when placing the position on the compensation/classification plan. While this market analysis and information provides the town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization, as well as the town’s ability to pay. The following is the analysis definitions for the data collected and presented in the charts.

- All comparative market data collected is FY-15 salary and wage information.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicate the amount of salary information for each position surveyed. In other words, the number of communities/schools that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of the survey readings divided by the number of the municipalities reporting. The **Average** shows the average minimum salary among the comparables over the average maximum salary/wage among the comparables.
- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.

- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data, indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **75% Percentile** shows the 75th percentile of minimum and 75th percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.
- The **90% Percentile** shows the 90th percentile of minimum and 90th percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 90% of the surveyed market pays at or below this salary rate.
- In some instances: (1) the municipality did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

DESCRIPTION OF COMPENSATION AND CLASSIFICATION PLANS

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure”. When reviewing or developing pay rates, a number of major policy decisions need to be made. For example: How should the town pay level relate to the market? For what does the town want to pay (i.e. job content, seniority, performance, cost of living, etc.)? How does the town currently pay its employees? The resulting compensation plan should reflect the town’s pay policies, the market place, internal job values, and the financial ability of the town to pay at a given level. These are all questions that Tewksbury and the negotiating union should take into account when reviewing the current structure along with discussing any new structures or position changes.

The proposed Classification and Compensation Plans are presented in Appendix B. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are **13** grades on the compensation plan. Each grade includes ten (10) steps from the minimum to maximum with **2.5%** between each step. The total increase from minimum to maximum within each grade is *approximately 25% percent*. Overall, there is **9%** between each grade level. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels.

Several of the union positions have varied pay plans with step systems. They are all very different in ranges from minimum to maximum, number of steps, and percentages between steps. This proposed step system will provide the opportunity for those positions that are currently not in a step system pay plan to move through the range within their designated grade level. The Town requested to have two Classification Plans developed with the same system so, plans are included for AFSCME and PRRB. Additionally, there are two Pay Plans provided, one based on 37.5 hours per week and one based on 40 hours per week.

Ideally, when salaries of positions fall within 10% of the average range of comparable communities, it is an indication that pay ranges are fairly equitable. This is a factor that was evaluated by the consultants when preparing a new system.

Pay ranges and steps are in place in order to provide town officials with more flexibility for hiring and placement levels based on education and experience and also allows for flexibility for performance achievements if desired. In general, the pay ranges on the new proposed salary schedule were developed utilizing the average market salaries and blended with the point factor rating system. The schedule shows the hourly, weekly, and annual rates for employees. Additionally, in the future, the town may want to consider tying the proposed compensation plan to be more formalized and contemporary performance appraisal system.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the town to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges within one to two years. There are many types of implementation systems the town could utilize in order to have a phased in approach. This study did not take into consideration performance, longevity, or special abilities/talents of employees. Therefore, town officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges. The projected cost to implement the proposed plan for a full year is \$93,044. Based on data provided by the town, this involves 22 positions. The Town will compute the additional cost to place employees on steps within the proposed grade.

PAY-RELATED BENEFITS

A survey was conducted of some specific pay-related benefits/policies in order to determine how comparable the Town of Tewksbury is with other municipalities. In order to determine the total compensation package, both salaries and benefits are typically considered. This is significantly important for recruitment purposes in order to attract qualified applicants and then retain them. The summary of specific pay-related benefits and policies surveyed is located in Appendix A. A review of the benefits, and systems reviewed indicates that all communities currently have a step compensation system with number of steps ranging from 7 to 12. Only two communities provide call back pay for non public safety/public works personnel. None of

the communities surveyed provides merit awards, other than North Reading providing such award to Managers only. Ten (10) of the twelve (12) communities provide longevity pay starting at five (5) years with either a percentage or flat dollar amount. Only one community provides longevity pay at 30 years.

A review of the compensation systems with steps indicates that the proposed new compensation system with 10 steps provides a more comparable system. A review of the longevity pay systems indicates that Tewksbury provides one of the most generous systems, with significantly higher flat dollar amounts, as well as high percentage systems for the AFSCME group of personnel. The current system in place adds a very positive to the total compensation package for employees.

Additionally, included in Appendix A are some details on Compensatory Time policies of a few communities that were surveyed. This provides a snapshot of some additional systems that could be utilized to address compensatory time.

IMPLEMENTATION AND OTHER RECOMMENDATIONS

The following sections are intended to assist and guide the Town of Tewksbury in implementing the proposed classification and compensation plan. Successful implementation will require a concerted effort by town officials and employees to make equitable judgments in a consistent and objective manner.

INITIAL PLACEMENTS FOR CURRENT EMPLOYEES

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is similar to a scale providing Tewksbury with the opportunity to make distinctions between employees (not positions) based upon established criteria applied consistently. These criteria might include special abilities, experience, longevity, and/or any other factors determined by the town.

TITLE CHANGE

Some title changes are recommended for a few positions. The recommended titles either better reflect the duties of the position, are more contemporary, or are gender neutral. The following are recommended:

Current Title**Proposed New Title**

Head Filter Operator
Administrative Director – Police
Administrative Director – HR
Motor Equipment Maintencenceman

Parks Maintenance Craftsman
SHMEO Sewer Maintenance Craftsman
Water Machinery Repairman
Building Maintenance/Facility Maintenance
Worker
New Title
New Title

Water Treatment Operator
Police Information Director
Human Resources Director
Motor Equipment
Maintenance Technician
Parks Maintenance Technician
SHMEO Sewer Maint. Technician
Water Machinery Repair Technician

Facilities Maintenance Specialist
Adult Services Librarian
Professional Librarian – Community
Outreach –Technical Services

Title changes to be implemented by Tewksbury should be reviewed and incorporated in any final Compensation and Classification Plans adopted.

SALARIES BELOW PAY RANGE

If the salary of an employee is below the minimum of the grade range at the time of implementation, every effort should be made to bring it into the range. At the time of this study, MRI has found 22 employees that are below the minimum within the grade proposed. In cases where this increase would result in an excessive increase, it may be more practical to raise the salary in steps over a period of two fiscal years, so additional funds that may be required could be budgeted. Another option for consideration is to establish a minimum and maximum percentage that an employee could receive the first year, such as one to three percent, and place employees within a close grade/step with further adjustments in the coming year. These alternatives provide recognition by the town that modifications need to be made, however, also provides recognition that such increases need to be budgeted. The town should move forth to establish a plan to bring positions into the range.

SALARIES ABOVE PAY RANGE

To maintain morale and a sense of fairness, MRI recommends Tewksbury not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the town. This is called "red-lining" a position. New employees can be hired at the appropriate lower pay. Currently, several employees fall within this category. MRI recommends a single administrative policy be adopted and subsequently applied in all cases. There may be other reasons specific

employees fall above the pay range, such as having additional responsibilities they were compensated for or possess unique additional qualifications the town believes is necessary. However, most communities will not grant a step increase to an employee's base salary once he or she has reached the maximum step of the salary range, only a COLA adjustment. Most communities adhere to the range maximums and do not permit employee salaries to extend beyond the maximums. Tewksbury should also continue to grant cost-of-living increases to those employees who have reached maximum level within the grade range. Modifications may additionally be necessary as a result of collective bargaining agreements and union negotiations.

CLASSIFICATION VS. MARKET-BASED SYSTEMS

The most common method for valuing jobs and placing them within a grading structure is a market-driven approach. However, today many municipalities are becoming concerned about the internal equity of positions and are looking at classification systems to assist in correcting this problem of "internal pay equity". The combination of reviewing the market study, along with the point factor system, provides an opportunity to address this.

VACANCIES

When a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description, and reviewing the market for the particular position.

UPDATE AND MAINTAIN THE CLASSIFICATION AND COMPENSATION PLANS

The town should maintain and update the classification and compensation plans in accordance with union negotiation when appropriate. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other town classifications.
- Conduct periodic salary surveys (every three years) to ensure market competitiveness.

IMPLEMENTATION OF PAY PLANS

Our study results indicate that for the Town of Tewksbury to maintain a competitive edge with the market and retain qualified employees, the proposed salary schedules should be implemented. MRI received sufficient and extensive data for this analysis and the findings are valid. It is recommended that the new step system be implemented as soon as possible for groups that currently have plans with a minimum to maximum range, as these positions have not been able to advance towards the maximum amount due to no established system for progression. The Town may want to consider some type of new merit evaluation system in order to move forward through the steps; otherwise, a similar system to other plans in the town that currently have steps could be established. Employees that are currently in systems without steps in the town have not experienced the positive incentive that those with step systems have enjoyed. The new system provides more consistency for all employees.

IMPLEMENTATION OF CLASSIFICATION PLAN

The town should implement MRI's proposed Classification Plans in order to have a valid structured system that complements the salary schedule. The attached classification plans include positions and/or re-titled positions and should be implemented in accordance with the town's funding implementation. Of course, all union positions would require collective bargaining. It should be noted that the Classification and Compensation Plans incorporate all town positions, union and non-union. Two plans were developed as requested by the town, rather than including all positions in one plan. There is one plan for AFSCME and one for PRRB, both based on the same criteria, each with 13 grade levels.

COST-OF-LIVING

If a cost of living percentage increase is granted annually, in the future it should be applied to the entire salary schedule and updated. This raises the compensation rates for the entire compensation schedule equal to changes in the cost-of-living. This COLA can be determined by the CPI (Consumer Price Index) or what surrounding communities are implementing for an annual cost of living.

PAY-RELATED BENEFITS

A review of survey results pertaining to various compensations systems, longevity pay, and compensatory time policies indicates that the majority of communities do have compensation plans with steps ranging from 7 to 12 steps. The progression in steps is primarily a result of negotiated or automatic increases and not merit awards or evaluations. The proposed new plans recommended incorporates steps for all positions. The town should consider implementing the system whereby employees move through the steps on an annual basis. If the town has a valid consistent performance evaluation system in the future, the annual

increases could be as a result of the evaluation. Many communities are now pursuing having formalized evaluations systems developed and associating step increases with performance rather than automatic increases.

Tewksbury's longevity plan was compared with communities who give some form of longevity payment. This added compensation benefit is typical in many municipal organizations. The benefit in Tewksbury is most generous and in most cases provides higher flat dollar amounts or percentages to employees than other communities. This adds to the overall total compensation that should be considered for employees when adding salary as well as other benefits provided.

SCHOOL ADMINISTRATOR POSITIONS

A review of the market data survey of the School Administrator positions indicates that the current salaries overall fall within ten percent of the average of other communities surveyed. The current salary structure is adequate unless Tewksbury Schools have a need to be more competitive with higher salaries for other reasons. This would only be necessary if recruitment or turnover, for example, was an issue.

MINIMUM WAGE

The Commonwealth of Massachusetts has adopted a minimum wage that exceeds the federal requirements. The minimum wage in 2014 was \$8.00 and it increased January 1, 2015, to \$9.00, and will increase in 2016 to \$10.00. During a review of rates of pay for all employees, it appeared that some listed were below the Massachusetts minimum wage. This has been addressed on the new schedules.

CONCLUSION

The Town of Tewksbury's compensation program had fallen behind the municipal labor market for some positions, while others significantly exceeded the market. This is evident in the data and analysis included in this report.

MRI received sufficient and extensive data for this analysis and is confident in the market results. This compensation program is based on the collective bargaining process between union and management for those positions that are unionized. The other positions can be placed on the new pay scale with updated classifications and job descriptions and salary changes implemented pending funding.

The Municipal Classification and Rating Manual will provide Tewksbury with further assistance in evaluating both current positions and newly established positions. It should be utilized in addition to market data when determining the appropriate grade levels for positions.

Market surveys should be conducted every three years. The proposed classification and compensation plans should be viewed as only one step in the development of a total compensation program. The methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that job descriptions, salary, and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

Since both the Town of Tewksbury and the labor market are active and subject to constant change, it should not be expected that these plans will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a framework within which most salary matters can be handled.

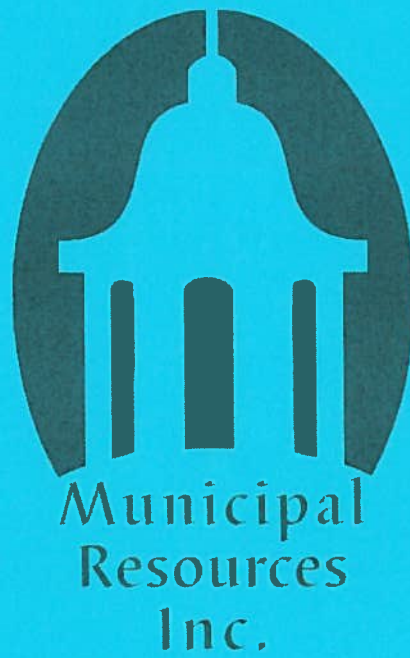
Municipal Resources, Inc. has provided the Town of Tewksbury with the methodology, guidelines, and tools to maintain the classification and compensation plans. Used together, job evaluation and salary surveys equip Tewksbury with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization, and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e., internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

Please review the attached key documents to this report.

DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Municipal Resources, Inc. cannot be responsible for any errors of positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

APPENDIX A



TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
	GENERAL GOVERNMENT													
1	Administrative Director (H R Manager)	26.55 32.27		29.39 39.68	35.53 46.60	38.53 48.12	49.11		44.07 58.66	39.58 47.50	33.77 33.77	33.36 41.48	33.95 48.56	
2	Administrative Services Assistant	19.52 26.91			21.91 29.36				28.26 40.78				20.34 29.09	
3	Assistant Accountant	27.14 36.32		21.27 27.66		28.65 35.78	32.97		36.95 49.41	22.33 26.79			27.87 33.13	24.64 31.18
4	Assistant Assessor	25.44 32.16	33.56 42.72	23.15 30.67	26.07 34.19	28.65 35.78	31.76	22.80 27.22		22.33 26.79		22.79 28.33	27.87 33.13	
5	Assistant to Town Manager	32.24 39.19				33.22 41.49								
6	Assistant Town Manager		47.30 53.50	33.61 46.21			53.40					44.40 55.20	37.00 52.93	
7	Assistant Town Clerk	23.86 30.16	28.79 35.55		23.45 31.39	28.65 35.78	27.95	22.80 27.22	25.93 34.67	22.33 26.79		22.79 28.33	27.87 33.13	22.82 28.87
8	Assistant Treasurer/Collector	26.55 32.27	31.08 39.52	21.27 27.66	25.97 34.69	28.65 35.78	26.46	22.80 27.22	28.26 37.79		20.88 29.45	22.79 28.33	27.87 33.13	22.82 28.87
9	Camera Technician	11.36 11.36												
10	Chief Assessor	33.78 41.06	40.25 51.20	31.41 43.18	38.31 50.25	38.53 48.12		32.75 39.11	44.07 50.52	35.98 43.17	42.31 42.31	36.69 45.63	31.05 44.55	
11	Director, Administrative Services	32.24 39.19												
12	Executive Assistant	20.69 28.52								24.56 29.48			22.78 32.58	33.99 43.01
13	Executive Secretary	21.31 29.38	24.67 31.41		26.07 34.19			24.84 29.66						
14	Finance Director	47.99 52.91	46.29 60.97	39.57 56.39	38.31 50.25	54.49 65.12		45.79 54.67	51.51 68.94	43.54 52.25	48.47 48.47	44.40 55.20	40.33 57.70	
15	Hearing Officer	stipend 1,301												
16	Intern	12.48 12.48			11.00 16.00								10.24 12.84	
17	Property Reviewer/Data Collector	19.29 24.59		23.24 30.79						22.33 26.79			27.87 33.13	
18	Systems Administrator			25.23 33.44	26.07 34.19				39.52 52.84	24.56 29.48		36.69 45.63	27.87 33.13	
19	System Operator	19.52 26.91			21.94 28.78				31.68 42.36	29.73 35.67	29.73 29.73	25.06 31.17		

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
20	Technology Operations Manager (IT Director)	33.78 41.06		31.41 43.18	35.53 46.60	38.53 48.12			44.07 58.66	39.58 47.50	38.33 38.33		37.00 52.93	
21	Technology Specialist	16.63 23.14												
22	Town Clerk	33.78 41.06	37.04 39.56	29.39 39.68	30.45 39.94	38.53 48.12	51.54 see Town Clerk	36.37 43.42	33.88 45.30	32.70 39.26	41.63 41.63	30.32 37.70	28.57 40.87	
23	Treasurer/Collector	33.78 41.06	40.25 51.20	see Finance Director	38.31 50.25				39.52 52.84	29.73 35.67	36.37 44.55	36.69 45.63	31.05 44.55	
24	Veterans' Services Officer	19.16 24.45	27.36 37.94	14.33 17.91	28.42 37.28	28.65 35.78		27.08 32.34	39.52 46.97	22.33 26.79	24.14 24.14	20.72 25.26	22.78 32.58	
25	Video Assistant	8.49 8.49												
26	Webmaster	14.29 25.72												
	BUILDING, INSPECT & COMM DEVEL													
27	Alternate Building Inspector	31.84 31.84												
28	Animal Control Officer	17.40 24.22		17.62 22.46	23.45 31.39	21.30 26.60		19.18 22.91	24.29 27.85		15.30 15.30	20.72 25.26	22.78 32.58	20.17 20.17
29	Animal Inspector	stipend												
30	Assistant Animal Control Officer	15.03 19.19						11.19 11.19						
31	Assistant Building Commissioner	24.31 32.27	31.08 39.53				34.52							
32	Building Commissioner	33.78 41.06	40.25 51.20	33.61 46.21	35.53 46.60	38.53 48.12		36.37 43.42	33.88 45.30	35.98 43.17	40.66 40.66	36.69 45.63	31.14 44.55	
33	Director of Community Development	47.99 52.91		31.41 43.18	35.53 46.60	42.97 51.35		43.19 51.57	39.52 52.84	43.54 52.25		44.40 55.20	37.00 52.93	
34	Director, Public Health	33.78 41.06	40.25 51.20	31.41 43.18	35.53 46.60	38.53 48.12	45.11	32.75 39.11	48.06 64.25	32.70 39.26	48.54 48.54	33.36 41.48	33.95 48.56	
35	Health Inspector	23.51 27.21	31.08 39.52	23.15 30.67	33.71 45.11	24.70 30.85	25.60 32.68			22.33 26.79		25.06 31.17	27.87 33.13	
36	Local Building Inspector	21.42 28.43	31.08 39.52	25.23 33.44	28.68 38.38	23.16 28.92	23.71 30.97	22.80 27.22		24.56 29.48		25.06 31.17	27.87 33.13	

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
37	Planner-PT	19.28 24.59												
38	Planner/Conservation Agent	21.42 28.43	31.08 39.52	25.23 33.44	28.42 37.28	23.16 28.92	30.36			29.73 35.67	35.31 35.31	25.06 31.17	34.96 41.56	
39	Plumbing/Gas Inspector	max 90/day	31.08 39.52	25.23 33.44	28.68 38.38	24.61 30.73	23.71 30.97	22.80 27.22	28.26 32.40	20.30 24.36	22.50 22.50	25.06 31.17		24.61 26.46
40	Plumbing/Gas Inspector/Alternate	max 90/day						27.22						
41	Public Health Nurse	28.39 32.87	33.56 42.72	25.23 33.44	26.83 35.80	38.38 47.94	29.61	22.80 27.22	22.98 30.26	22.33 26.79		27.56 34.28	25.51 36.50	26.61 33.68
42	Sanitarian	23.86 30.16	31.08 39.52											
43	Wiring Inspector	max 90/day	31.08 39.52	25.33 33.44	28.68 38.38	24.61 30.73	23.71 30.97	22.80 27.22		22.33 26.79		25.06 31.17		24.61 26.46
44	Wiring Inspector- Alternate	max 90/day						27.22						
	FIRE AND POLICE - Full Time													
45	Fire Chief	47.99 52.91	46.29 63.09	41.55 59.21	43.87 57.54	54.49 65.12			54.86 63.74	47.88 57.46	74.57 74.57	48.83 60.72	57.70 65.63	
46	Deputy Fire Chief	39.52 43.57			35.53 46.60	42.97 51.35	40.78 43.61			39.58 47.50	34.76 35.46			
47	Police Chief	47.99 52.91	46.29 63.09	41.55 59.21	43.87 57.54	54.49 65.12			60.10 60.10	47.88 57.46	72.74 72.74	48.83 60.72	57.70 65.63	
48	Deputy Police Chief	39.52 43.57			38.31 50.25	48.39 57.83	50.46	43.19 51.57						
49	Police Information Tech (IT)	26.55 32.27								32.70 39.26			35.66 42.39	
50	Dispatcher	16.12 22.30	22.91 27.65	18.70 25.06	20.51 27.46	18.75 23.21	19.24 23.69			16.96 22.62			18.49 23.39	
51	Emergency Management Director	stipend 3,673-4,921												
52	Head Dispatcher	19.51 26.93	25.20 32.06				21.96 27.04			24.10 26.51		25.06 31.17		
53	Reserve Dispatcher	15.93 20.33	22.13 22.13											

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
	LIBRARY													
54	Assistant Library Director	26.55 32.27	35.15 44.71	27.21 36.74	31.08 41.62	33.22 41.49	29.12 36.66			24.56 29.48		30.32 37.70	25.51 36.50	29.14 36.88
55	Library Associate	19.52 26.91	21.19 26.98	19.34 25.14		20.01 27.14	20.82 26.54				13.79 19.66	18.83 23.40		21.10 26.73
56	Library Clerical Assistant	15.86 21.85		15.42 19.48	14.47 15.44	15.78 19.71				15.13 19.02		17.12 21.28		
57	Library Director	34.46 41.88	41.70 56.83	33.61 46.21	35.53 46.60	48.39 57.83	33.50 42.31	36.37 43.42	36.59 48.93	35.98 43.17	37.36 37.36	40.36 50.18	33.95 48.56	
58	Library Page	8.49 8.49	10.25 10.75	9.03 10.37	9.75 10.46	8.00 10.00	13.29 16.99	8.00 9.43						
59	Professional Librarian	21.31 29.38	27.94 35.48	23.15 30.67	28.68 38.38	25.71 36.41	24.46 31.03	29.78 35.56	26.48 32.43	20.72 24.80	19.61 25.81	22.79 28.33	22.78 32.58	26.61 33.69
60	Professional Librarian - Part Time	21.32 28.25												
	PUBLIC WORKS/FACILITIES MAINT													
61	Assistant DPW Superintendent	33.78 41.06	37.98 48.56							39.58 47.50			33.95 48.56	31.48 39.83
62	Building Maintenance Worker	10.51 14.05		22.72 27.10			20.72 23.83			17.39 19.14				22.84 26.74
63	Chemist	23.29 32.41	32.37 41.17	22.53 27.38	24.74 34.75					22.33 26.79				28.52 32.81
64	Chief Operating Engineer	33.78 41.06		29.39 39.68		42.97 51.35				39.58 47.50	50.80 50.80		31.14 44.55	28.78 33.68
65	Crew Chief/Foreman		26.84 28.95	23.53 29.18	25.02 34.91					20.54 22.42				29.43 34.44
66	Custodian	15.06 19.20	21.06 22.73	17.74 21.35	19.17 26.59		16.35 19.96	16.13 19.26	20.10 25.58	15.79 19.81				21.15 24.75
67	Electrician	23.93 29.37		23.14 27.60		18.65 25.21								28.78 33.68
68	Facilities Maintenance Worker	14.71 20.46		22.72 27.10	21.91 29.36	19.02 20.86	20.72 23.83			17.39 19.14				22.84 26.74
69	Fleet Maintenance Supervisor	23.29 32.41	30.31 32.69											29.43 34.44
70	Heavy Motor Equip Operator	20.72 28.84	23.04 24.84	20.60 24.58	18.27 26.01				21.34 26.80	17.99 19.77	21.83 25.95			25.18 31.87

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
71	Highway Supervisor	23.29 32.41	30.31 32.69		25.72 36.83				27.72 37.07		25.85 30.73			
72	Motor Equipment Repairman	21.42 29.57	26.84 28.95	22.73 27.10	25.02 34.91					19.38 21.31				27.21 31.87
73	Project Manager (Eng/Construction)	21.42 28.43		29.39 39.68		42.97 51.35							28.57 40.87	31.04 39.28
74	Rider (rides with snow plow driver)	8.49 8.49												
75	Seasonal Laborer	11.67 11.67		12.50 12.50	11.13 11.82		8.00 12.00						11.72 13.92	
76	Special Heavy Motor Equip Op	21.42 29.57	23.75 25.63		21.33 30.46					18.51 20.35				
77	Superintendent of Public Works	47.99 52.91	46.29 63.09	41.55 59.21	43.87 57.54	48.39 57.83		45.79 54.67	45.07 60.26	47.88 57.46	63.81 63.81	48.83 60.72		
78	Town Engineer	27.14 36.32	40.25 51.20	33.61 46.21	38.31 50.25	42.97 51.35	52.23 52.23	36.37 43.42	39.91 45.76	39.58 47.50	51.58 51.58	40.36 50.18	33.95 48.56	
79	Water Machinery Repairman	20.72 28.84	23.40 25.25		20.60 28.84	19.41 23.62				17.88 26.63		18.32 21.89		22.34 26.15
80	Water/Sewer Supervisor	23.29 32.41	30.31 32.69	23.53 29.18	25.72 36.83					27.66 30.30				
81	Head Filter Operator	22.35 31.00	26.03 28.07	22.73 27.10	21.33 33.05					21.75 26.35				
	RECREATION/SENIOR SERVICES													
82	Assistant Recreation Leader	8.33 10.63												
83	Assistant Team Leader	13.80 13.80											15.61 19.77	
84	Activities Coordinator	13.31 13.31		23.15 30.67	10.00 25.00	15.84 19.39				16.77 20.12		20.72 25.76	22.89 27.05	
85	Bus Drivers			22.10 23.68	17.98 24.03	16.18 19.32		14.81 17.68		14.67 18.42		15.56 19.35	9.39 18.69	17.01 21.52
86	Director, Council on Aging	27.98 36.38	36.26 46.12	29.39 39.68	30.47 39.94	33.22 41.49	39.37	29.78 35.56	36.95 49.41	29.73 35.67	28.98 28.98	30.32 37.70	28.57 40.87	
87	Junior Counselor	8.49 8.49		8.50 10.50						8.52 10.22				
88	Outreach Worker		31.08 39.52	24.31 31.61	26.83 35.80	15.78 19.71	18.35	14.81 17.68		20.30 24.36		20.72 25.26	18.16 25.98	
89	Parks Director	34.46 41.88			30.47 39.94						38.60 38.60	33.36 41.48	33.95 48.56	

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
90	Program Coordinator	17.59 24.16	28.79 36.07	25.23 33.44	21.88 23.21					16.77 20.12		20.72 25.26	22.89 27.05	
91	Recreation Counselor	8.58 8.58		15.00 17.00	10.00 15.00		29.61							
92	Recreation Director	27.98 36.38	36.26 46.12	29.39 39.68	32.59 42.74		43.99	32.75 39.11	34.22 45.75	35.98 43.17	29.27 29.27	30.32 37.70	see Parks Dir	
93	Recreation Leader	10.41 13.29		15.37 20.33	10.00 15.00					10.31 12.36			18.73 23.93	
94	Senior Counselor	11.67 11.67		12.00 14.87	15.00 30.00								15.61 19.77	
95	Special Need Director	18.82 24.32												
96	Team Leader	16.98 16.98		12.50 20.25	10.00 15.00					11.33 13.60			18.73 23.93	
97	Transportation Escort													
98	Volunteer Coordinator	13.31 13.31	26.63 35.47	22.10 28.74				16.13 19.26					11.39 15.19	
99	Youth Worker	14.71 20.46		22.10 28.74										

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	FY15 Andover	FY15 Bedford	FY15 Burlington	FY15 Chelmsford	FY15 Danvers	FY15 Dracut	FY15 Melrose	FY15 N. Andover	FY15 N. Reading	FY14 Reading	FY15 Westford	FY15 Wilmington
	SECRETARIAL/CLERICAL													
100	Accounting Assistant	20.49 28.26												
101	Account Clerk	14.56 19.47	21.15 26.91	17.62 22.00	16.85 22.50	19.73 23.56				16.46 20.67	13.37 18.80			16.77 21.22
102	Administrative Assistant	19.52 26.91		21.91 27.93		21.30 26.60			21.37 28.15	20.30 24.36	28.42 28.42	20.72 25.26	18.16 25.98	
103	Administrative Assistant- DPW				25.97 34.69		20.12 24.98							
104	Admin Asst -Permit Tech.	19.52 26.91				20.53 24.51	23.71 30.97			22.33 26.79			24.88 29.89	
105	Administrative Secretary	19.52 26.91	22.84 29.08	20.29 25.87	23.45 31.39					17.08 21.47		18.83 23.40		
106	Administrative Secretary- Police/Fire		24.67 31.41		23.45 31.39		20.12 24.98							
107	Collections Specialist	19.52 26.91	22.84 29.08		21.91 29.36		22.36	27.08 32.34						
108	Head Account Clerk	18.08 24.92	24.67 31.70		21.91 29.36	21.47 25.64			24.01 31.62		20.88 29.45			22.82 28.87
109	Office Manager	20.49 28.26	28.79 36.60		21.91 29.36	28.65 35.78		20.91 24.97				25.06 31.17	24.88 29.89	
110	Payroll & Accounts Specialist	19.52 26.91	28.79 36.60	24.31 31.61	21.91 29.36	24.70 30.85				20.08 22.14	18.97 26.69		27.87 33.13	
111	Secretary Part Time	15.03 19.19			21.88 23.21						16.61 16.61			15.68 15.68
112	Senior Account Clerk	15.86 21.85	22.84 29.08	18.73 23.77	21.54 28.43		16.69 20.91			17.08 21.47	16.66 23.42			21.60 27.34
113	Senior Clerk/Secretary	15.86 21.85	19.59 24.91	16.50 20.21	20.51 27.46		16.69 20.91		21.37 28.15	15.79 19.81	16.66 23.42	17.12 21.28		

TEWKSBURY Market Data Survey

Position Title	FY15 Tewksbury	FY15 Andover	FY15 Chelmsford	FY15 Danvers	FY15 North Andover	FY15 North Reading	FY15 Stoneham	FY15 Wilmington	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75th percent of Market	90th percent of Market	Per cent Tewksbury Data Higher/Lower than Comp Avg
SCHOOL ADMINISTRATORS															
High School Principal	115,000	132,600	126,690	154,570	130,334	114,002	116,198	125,000	7	128,485	114,002	126,690	131,467	141,388	-11.7%
Middle School Principal(s)	115,000	132,600	126,690	154,570	130,334	128,832	116,198	125,000	7	130,603	154,570	128,832	131,467	141,388	-13.6%
	106,588	123,868	108,000	110,828	114,729	103,100	116,605	110,000	7	112,447	103,100	110,828	115,667	119,510	-5.5%
	106,588	123,868	108,000	110,828	114,729	118,944	116,605	110,000	7	114,711	123,868	114,729	117,775	120,914	-7.6%
Elementary School Principal(s)	94,000	121,340	94,000	98,624	92,000	103,100	106,047	93,500	7	101,230	92,000	98,624	104,574	112,164	-7.7%
	100,426	123,160	94,000	102,096	105,572	118,944	112,633	111,000	7	109,629	123,160	111,000	115,789	120,630	-9.2%
Assistant Superintendent	124,848	132,651	126,000	see High School Principal	134,590	140,000	NA	114,200	5	129,488	114,200	132,651	134,590	137,836	-3.7%
	124,848	132,651	126,000	see High School Principal	134,590	155,000	NA	114,200	5	132,488	155,000	132,651	134,590	146,836	-6.1%
Business Manager	112,200	137,281	123,240	104,195	128,724	105,000	107,320	124,000	7	118,537	104,195	123,240	126,362	132,147	-5.6%
	112,200	137,281	123,240	104,195	128,724	125,000	107,320	124,000	7	121,394	137,281	124,000	126,862	132,147	-8.2%
Director of Student Services	113,016	118,000	108,000	134,771	NA	102,596	115,000	NA	5	115,673	102,596	115,000	118,000	128,063	-2.4%
	113,016	118,000	108,000	134,771	NA	116,708	115,000	NA	5	118,496	134,771	116,708	118,000	128,063	-4.8%

TOWN	COMPENSATION SYSTEM			
	Step System	# of Steps	Merit Awards	Call Back (Non-Public Safety/DPW)
Andover	Yes	Varies	No	3 hr Min
Bedford	Yes	Min/Mid/Max	No	
Burlington	Yes	11	No	4 hrs Min
Chelmsford	Yes	10	No	
Danvers	Yes	Yes	No	
Dracut	Yes	7		
Melrose	Yes	8	No	
North Andover	Yes	Varies	No	
North Reading	Yes	Varies	Managers	
Reading	Yes	12		
Westford	Yes	Varies	No	
Wilmington	Yes	7	No	

Tewksbury PRRB	Yes	4-7	No	
Tewksbury AFSCME	Yes	4-7	No	call \$300

LONGEVITY PAY						
> 5 yrs	> 10 yrs	> 15 yrs	> 20 yrs	> 25 yrs	> 30 yrs	
2.0%	2.5%	3.0%	3.5%	4.0%		
2.0%	4.0%	6.0%	8.0%			
\$500	\$1,000	\$1,500				
Mgt/Prof/Tech	3.0%	4.5%	6.0%			
Clerical	\$ 1,500	\$ 2,250				
\$ 425	\$ 450	\$ 525	\$ 600	\$ 625		
\$ 575	\$ 775	\$ 975	\$ 1,175	\$ 1,400		
\$ 525	\$ 825	\$ 925	\$ 1,025	\$ 1,125		
\$ 600	\$ 900	\$ 1,200	\$ 1,500	\$ 1,800		
No	No	No	No	No		
\$ 600	\$ 850	\$ 1,100	\$ 1,600	\$ 2,100	\$ 2,600	
\$ 750	\$ 1,500	\$ 2,250	\$ 3,000	\$ 3,750		

\$ 1,000	\$ 1,500	\$ 2,000	\$ 2,500	\$ 3,000		
3%	6%	9%	12%	15%		

COMP TIME POLICY

Andover

The Town stated in the three-year agreement for FY1999-FY2001 that it is "interested in providing some form of recognition for exempt employees when they work extraordinary hours."

6.4.2 Authorized Leave - General: In general, employees in Exempt positions will work occasional overtime without additional compensation to perform their duties and responsibilities without regard for the specific amount of time required. In certain circumstances, Exempt employees will be required to work an unusual or extraordinary amount of overtime to meet job demands and time requirements established by their department head. (Examples – frequent and numerous night meetings, frequent call-back not covered by cash compensation, weekend meetings, emergencies extending into the next work day, etc.) It is our goal to recognize this additional effort. Although cash compensation will not be provided, compensation for this extraordinary effort will be recognized by the use of AUTHORIZED LEAVE at the request of the individual to their department head or authorized representative in advance. This leave is not intended to be used or granted on an hour for hour basis. AUTHORIZED LEAVE will be granted in half-day or full-day increments and will not exceed more than one day within any workweek. The weekly payroll time slip must indicate the day that AUTHORIZED LEAVE is used and have the appropriate signature.

6.4.3 Authorized Leave – Holiday Work: When an exempt employee is expected to work on a holiday, the employee shall be granted a ½ or full day off as AUTHORIZED LEAVE by his/her department head. Such time off must be taken within 60 calendar days and will not accrue. The weekly payroll time slip must indicate the day that the AUTHORIZED LEAVE is used and have the appropriate signature.

Melrose

A. COMPENSATORY TIME Exempt Employees

Under the law, those individuals employed in a bona fide executive, administrative, or professional capacity are exempt from the minimum wage and overtime requirements of the Fair Labor Standards Act ("Act"). As a result, exempt employees are not entitled to either overtime pay or compensatory time pursuant to the Act.

Non-Exempt Employees

Under law, non-exempt employees covered by the Act must receive overtime pay for hours worked over 40 in a workweek at a rate not less than time and one-half of their regular rates of pay. The Act does not require overtime pay for work on Saturdays, Sundays, holidays, or regular days of rest, unless overtime is worked on such days. In accordance with the Act, different overtime requirements apply to certain individuals employed in a public safety

Non-Exempt Employees Compensatory Time Off

When non-exempt employees are required to work beyond the time it normally takes them to complete their job responsibilities, non-exempt employees shall be allowed to apply for reasonable compensatory time off subject to this Policy during such times as their Department Head reasonably determines will not adversely impact City. Compensatory time is not an entitlement. It is expected that non-exempt employees will extend the time to accomplish the usual tasks required of their position in a timely and efficient manner. Non-exempt employees shall be allowed to accumulate and use Compensatory time on a case-by-case basis as determined by their Department

Maximum Time Off for Non-Exempt Employees



COMP TIME POLICY

Compensatory time is not guaranteed and will not be granted on an hour-for-hour basis for time worked over 40 hours. The purpose of this Compensatory Time Policy is to allow time to offset the extraordinary time put in during peak and exceptional workload periods. Compensatory time taken will be limited to 14 hours within a calendar year except for unusual circumstances approved by the individual Department Head.

North Andover

D. Compensatory Time

At the option of the Department Head, non-exempt employees are eligible to receive compensatory time in lieu of overtime in conformance with the Fair Labor Standards Act (FLSA). Any compensatory time must be utilized within the subsequent 120-day period after when it is earned. As with any time away from work, employees must schedule the use of compensatory time with their supervisor. (See also Section III-A, Non-Exempt Employees)

E. Additional Hours

Exempt employees are not eligible for overtime or compensatory time. Exempt employees are expected to work the number of hours necessary to accomplish assigned duties and responsibilities. With regard to time sheet record keeping and this policy, Additional Hours are defined as hours spent outside the "Work Schedule" as the result of an emergency or extraordinary situation as determined by the appropriate Division Director or the Town Manager. The recording of Additional Hours worked is for informational purposes only and in no way should be construed that the exempt employee has accrued compensatory time or overtime to be taken as future leave or to Exempt employees with the permission of their supervisor may, on occasion, take time off from the "Work Schedule" when the exempt employee has worked approved Additional Hours. Time off from the "Work Schedule" shall be limited to an occasional half-day off or less, but shall not include full days and/or weeks off.

Any existing Additional Hours balances as of October 15, 2012, will no longer be reported on time sheets or used for time off after June 30, 2013. Any new balances reported commencing October 16, 2012, and thereafter will expire at the end of the calendar year in which they were reported.

North Reading

A. At the Employee's discretion, overtime compensation may be paid as time off in lieu of compensation (i.e. "compensatory time off"), with the Department Head's approval, in accordance with the following conditions:

- (1) Employees may not accumulate more than 17.5 compensatory hours during each calendar quarter beginning with the effective date of this agreement. Employees may not exceed 35 compensatory hours in their
- (2) Compensatory time off shall accrue at the rate of one and one-half hours for each one hour of overtime worked over 35 hours, except for overtime worked on a Sunday or a holiday recognized by this agreement, which shall accrue at a rate of two hours for each hour of overtime worked in excess of 35 hours.

B. Compensatory time used as time-off shall be taken in such amounts and at a time that is mutually agreed upon by the Employee and the Department Head. The Department Head in his/her decision will not be arbitrary or In lieu of compensatory time off, employees whose scheduled work week is 35 hours or more per week may elect to be paid at the overtime rate for any hours worked beyond 35 hours. Employees whose scheduled work week runs between 10 and 35 hours per week may elect to be paid at their regular rate for hours worked beyond their normal hours up to 35 hours; any hours that exceed 35 hours would then be paid at the overtime rate. At the Employee's discretion, said compensatory time may be utilized as time off by the employee during the same calendar quarter in which it is earned; rolled into the next quarter or compensation for accumulated compensatory

Compensatory Time - Salaried Employees.

It is recognized that salaried employees must devote a great deal of time outside the normal office hours to the business of the Town and to that end, these employees will be allowed to take reasonable compensatory time off during said normal office hours. Compensatory time is to be used on an irregular basis not to exceed 7.5 hours per payroll week unless otherwise agreed by the Town Administrator. The maximum amount of compensatory time that can accumulate at any one time is 37.5 hours, however any additional compensatory hours accrued above 37.5 hours are for tracking purposes only and shall have no monetary value in excess thereof. Compensatory time as accumulated shall revert to a zero balance as of January 1st of the following calendar year.

Upon resignation or termination the employee is entitled to monetary compensation up to 37.5 hours of



COMP TIME POLICY

Westford

Employees, who are exempted from the overtime provisions of the FLSA, shall be able to accumulate up to twelve (12) hours of compensatory time off a quarter, on an hour-for-hour basis, for time worked in excess of their regular workday. Any accumulation of compensatory time must be used within six (6) months of accumulating it, with Department Head approval. Such compensatory may not be cashed out. Use of this compensatory time off shall not be unreasonably denied. Department heads may allow extra time off beyond this compensatory time, but the decision whether to grant such time off shall not be subject to the

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg
	GENERAL GOVERNMENT								
1	Administrative Director (H R Manager)	26.55 32.27	8 9	36.02 45.94	29.39 58.66	34.74 47.50	38.79 48.56	40.93 51.02	-35.7% -42.4%
2	Administrative Services Assistant	19.52 26.91	3 3	23.50 33.08	20.34 40.78	21.91 29.36	25.09 35.07	26.99 38.50	-20.4% -22.9%
3	Assistant Accountant	27.14 36.32	6 7	26.95 33.85	21.27 49.41	26.26 32.97	28.46 34.46	32.80 41.23	0.7% 6.8%
4	Assistant Assessor	25.44 32.16	8 9	25.90 32.29	22.33 42.72	24.61 31.76	28.07 34.19	30.12 37.17	-1.8% -0.4%
5	Assistant to Town Manager	32.24 39.19	1 1	33.22 41.49	33.22 41.49	33.22 41.49	33.22 41.49	33.22 41.49	-3.0% -5.9%
6	Assistant Town Manager		4 5	40.58 52.25	33.61 55.20	40.70 53.40	45.13 53.50	46.43 54.52	
7	Assistant Town Clerk	23.86 30.16	9 10	25.05 30.97	22.33 35.78	23.45 30.13	27.87 34.28	28.68 35.57	-5.0% -2.7%
8	Assistant Treasurer/Collector	26.55 32.27	11 11	24.89 31.72	20.88 39.52	22.82 29.45	28.07 35.24	28.65 37.79	6.3% 1.7%
9	Camera Technician	11.36 11.36	0 0						
10	Chief Assessor	33.78 41.06	10 10	37.14 45.81	31.05 51.20	37.50 45.09	39.82 49.72	42.48 50.59	-9.9% -11.6%
11	Director, Administrative Services	32.24 39.19	0 0						
12	Executive Assistant	20.69 28.52	3 3	27.11 35.02	22.78 43.01	24.56 32.58	29.28 37.80	32.10 40.92	-31.0% -22.8%
13	Executive Secretary	21.31 29.38	3 3	25.19 31.75	24.67 34.19	24.84 31.41	25.45 32.80	25.82 33.63	-18.2% -8.1%
14	Finance Director	47.99 52.91	10 10	45.27 57.00	38.31 68.94	45.10 55.80	47.92 60.15	51.80 65.50	5.7% -7.7%
15	Hearing Officer	stipend 1,301	0 0						
16	Intern	12.48 12.48	2 2	10.62 14.42	10.24 16.00	10.62 14.42	10.81 15.21	10.92 15.68	14.9% -15.5%
17	Property Reviewer/Data Collector	19.29 24.59	3 3	24.48 30.24	22.33 33.13	23.24 30.79	25.56 31.96	26.94 32.66	-26.9% -23.0%
18	Systems Administrator		6 6	29.99 38.12	24.56 52.84	26.97 33.81	34.49 42.77	38.10 49.24	
19	System Operator	19.52 26.91	5 5	27.63 33.54	21.94 42.36	29.73 31.17	29.73 35.67	30.90 39.69	-41.5% -24.6%
20	Technology Operations Manager (IT Dir)	33.78 41.06	7 7	37.78 47.90	31.41 58.66	38.33 47.50	39.06 50.53	41.37 55.22	-11.8% -16.7%

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg
21	Technology Specialist	16.63 23.14	0 0						
22	Town Clerk	33.78 41.06	10 11	33.89 42.46	28.57 51.54	33.29 40.87	36.87 44.36	38.84 48.12	-0.3% -3.4%
23	Treasurer/Collector	33.78 41.06	7 7	35.99 45.22	29.73 52.84	36.69 45.63	38.92 50.73	39.81 51.86	-6.5% -10.1%
24	Veterans' Services Officer	19.16 24.45	10 10	25.53 31.70	14.33 46.97	25.61 32.46	28.16 36.91	29.74 38.84	-33.3% -29.7%
25	Video Assistant	8.49 8.49	0 0						
26	Webmaster	14.29 25.72	0 0						
	BUILDING, INSPECT & COMM DEVEL								
27	Alternate Building Inspector	31.84 31.84	0 0						
28	Animal Control Officer	17.40 24.22	9 9	20.53 24.95	15.30 32.58	20.72 25.26	22.78 27.85	23.62 31.63	-18.0% -3.0%
29	Animal Inspector	stipend	0 0						
30	Assistant Animal Control Officer	15.03 19.19	1 1	11.19 11.19	11.19 11.19	11.19 11.19	11.19 11.19	11.19 11.19	25.5% 41.7%
31	Assistant Building Commissioner	24.31 32.27	1 2	31.08 37.02	31.08 39.53	31.08 37.02	31.08 38.27	31.08 39.03	-27.9% -14.7%
32	Building Commissioner	33.78 41.06	10 11	36.26 45.68	31.14 51.20	36.18 45.63	38.07 47.09	40.29 48.12	-7.4% -11.2%
33	Director of Community Development	47.99 52.91	8 8	39.70 50.74	31.41 55.20	41.24 51.91	43.28 52.87	43.80 53.61	17.3% 4.1%
34	Director, Public Health	33.78 41.06	10 11	37.51 46.86	31.41 64.25	34.74 46.60	39.82 48.55	48.11 51.20	-11.0% -14.1%
35	Health Inspector	23.51 27.21	8 8	26.69 33.74	22.33 45.11	25.33 31.92	28.67 34.73	31.87 41.20	-13.5% -24.0%
36	Local Building Inspector	21.42 28.43	9 9	25.79 32.47	22.80 39.52	25.06 31.17	27.87 33.44	29.16 38.61	-20.4% -14.2%
37	Planner-PT	19.28 24.59	0 0						
38	Planner/Conservation Agent	21.42 28.43	8 9	29.12 34.80	23.16 41.56	29.08 35.31	32.05 37.28	35.06 39.93	-35.9% -22.4%
39	Plumbing/Gas Inspector	max 90/day	11 11	25.17 30.65	20.30 39.52	24.61 30.97	26.75 32.92	28.68 38.38	

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg
40	Plumbing/Gas Inspector/Alternate	max 90/day	0	27.22	27.22	27.22	27.22	27.22	
41	Public Health Nurse	28.39 32.87	10 11	27.18 34.39	22.33 47.94	26.06 33.68	27.38 36.15	34.04 42.72	4.3% -4.6%
42	Sanitarian	23.86 30.16	1 1	31.08 39.52	31.08 39.52	31.08 39.52	31.08 39.52	31.08 39.52	-30.3% -31.0%
43	Wiring Inspector	max 90/day	9 9	25.36 31.63	22.33 39.52	24.61 30.97	25.33 33.44	29.16 38.61	
44	Wiring Inspector- Alternate	max 90/day	0 1	27.22	27.22	27.22	27.22	27.22	
	FIRE AND POLICE - Full Time								
45	Fire Chief	47.99 52.91	9 9	52.23 63.01	41.55 74.57	48.83 63.09	54.86 65.12	61.07 67.42	-8.8% -19.1%
46	Deputy Fire Chief	39.52 43.57	5 5	38.72 44.90	34.76 51.35	39.58 46.60	40.78 47.50	42.09 49.81	2.0% -3.1%
47	Police Chief	47.99 52.91	9 9	52.60 62.40	41.55 72.74	48.83 60.72	57.70 65.12	62.62 67.05	-9.6% -17.9%
48	Deputy Police Chief	39.52 43.57	3 4	43.30 52.53	38.31 57.83	43.19 51.02	45.79 53.14	47.35 55.95	-9.6% -20.6%
49	Police Information Tech (IT)	26.55 32.27	2 2	34.18 40.83	32.70 42.39	34.18 40.83	34.92 41.61	35.36 42.08	-28.7% -26.5%
50	Dispatcher	16.12 22.30	7 7	19.36 24.73	16.96 27.65	18.75 23.69	19.87 26.26	21.47 27.53	-20.1% -10.9%
51	Emergency Management Director	stipend 3,673-4,921	0 0						
52	Head Dispatcher	19.51 26.93	4 4	24.08 29.19	21.96 32.06	24.58 29.10	25.09 31.39	25.16 31.79	-23.4% -8.4%
53	Reserve Dispatcher	15.93 20.33	1 1	22.13 22.13	22.13 22.13	22.13 22.13	22.13 22.13	22.13 22.13	-38.9% -8.9%

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg	
	LIBRARY									
54	Assistant Library Director	26.55 32.27	9	29.48 37.97	24.56 44.71	29.14 36.88	31.08 41.49	33.61 42.24	-11.0% -17.7%	
55	Library Associate	19.52 26.91	7	19.30 25.09	13.79 27.14	20.01 26.54	20.96 26.86	21.13 27.05	1.1% 6.8%	
56	Library Clerical Assistant	15.86 21.85	5	15.58 18.99	14.47 21.28	15.42 19.48	15.78 19.71	16.58 20.65	1.7% 13.1%	
57	Library Director	34.46 41.88	11	37.58 47.40	33.50 57.83	36.37 46.60	38.86 49.56	41.70 56.83	-9.0% -13.2%	
58	Library Page	8.49 8.49	6	9.72 11.33	8.00 16.99	9.39 10.42	10.13 10.68	11.77 13.87	-14.5% -33.5%	
59	Professional Librarian	21.31 29.38	12	24.89 32.10	19.61 38.38	25.08 32.51	26.95 35.50	28.61 36.33	-16.8% -9.2%	
60	Professional Librarian - Part Time	21.32 28.25	0							
	PUBLIC WORKS/FACILITIES MAINT									
61	Assistant DPW Superintendent	33.78 41.06	4	35.75 46.11	31.48 48.56	35.96 48.03	38.38 48.56	39.10 48.56	-5.8% -12.3%	
62	Building Maintenance Worker	10.51 14.05	4	20.92 24.20	17.39 27.10	21.72 25.29	22.75 26.83	22.80 26.99	-99.0% -72.3%	
63	Chemist	23.29 32.41	5	26.10 32.58	22.33 41.17	24.74 32.81	28.52 34.75	30.83 38.60	-12.1% -0.5%	
64	Chief Operating Engineer	33.78 41.06	6	37.11 44.59	28.78 51.35	35.36 46.03	42.12 49.98	46.88 51.08	-9.9% -8.6%	
65	Crew Chief/Foreman		5	25.07 29.98	20.54 34.91	25.02 29.18	26.84 34.44	28.39 34.72		
66	Custodian	15.06 19.20	8	18.44 22.50	15.79 26.59	18.46 22.04	20.34 24.96	21.09 25.88	-22.4% -17.2%	
67	Electrician	23.93 29.37	3	23.52 28.83	18.65 33.68	23.14 27.60	25.96 30.64	27.65 32.46	1.7% 1.8%	
68	Facilities Maintenance Worker	14.71 20.46	6	20.77 24.51	17.39 29.36	21.31 25.29	22.52 27.01	22.78 28.23	-41.2% -19.8%	
69	Fleet Maintenance Supervisor	23.29 32.41	2	29.87 33.57	29.43 34.44	29.87 33.57	30.09 34.00	30.22 34.27	-28.3% -3.6%	
70	Heavy Motor Equip Operator	20.72 28.84	7	21.18 25.69	17.99 31.87	21.34 25.95	22.43 26.40	23.90 28.83	-2.2% 10.9%	
71	Highway Supervisor	23.29 32.41	4	27.40 34.33	25.72 37.07	26.79 34.76	28.37 36.89	29.53 37.00	-17.7% -5.9%	
72	Motor Equipment Repairman	21.42 29.57	5	24.24 28.83	19.38 34.91	25.02 28.95	26.84 31.87	27.06 33.69	-13.1% 2.5%	

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg
73	Project Manager (Eng/Construction)	21.42 28.43	4 4	32.99 42.80	28.57 51.35	30.22 40.28	34.02 43.49	39.39 48.21	-54.0% -50.5%
74	Rider (rides with snow plow driver)	8.49 8.49	0 0						
75	Seasonal Laborer	11.67 11.67	4 4	10.84 12.56	8.00 13.92	11.43 12.25	11.92 12.86	12.27 13.49	7.1% -7.6%
76	Special Heavy Motor Equip Op	21.42 29.57	3 3	21.20 25.48	18.51 30.46	21.33 25.63	22.54 28.05	23.27 29.49	1.0% 13.8%
77	Superintendent of Public Works	47.99 52.91	9 9	47.94 59.40	41.55 63.81	46.29 59.21	48.39 60.72	51.83 63.23	0.1% -12.3%
78	Town Engineer	27.14 36.32	11 11	40.83 48.93	33.61 52.23	39.91 50.18	41.67 51.28	51.58 51.58	-50.4% -34.7%
79	Water Machinery Repairman	20.72 28.84	6 6	20.33 25.40	17.88 28.84	20.01 25.70	21.91 26.51	22.87 27.74	1.9% 11.9%
80	Water/Sewer Supervisor	23.29 32.41	4 4	26.80 32.25	23.53 36.83	26.69 31.50	28.32 33.73	29.52 35.59	-15.1% 0.5%
81	Head Filter Operator	22.35 31.00	4 4	22.96 28.64	21.33 33.05	22.24 27.59	23.55 29.32	25.04 31.56	-2.7% 7.6%
RECREATION/SENIOR SERVICES									
82	Assistant Recreation Leader	8.33 10.63	0 0						
83	Assistant Team Leader	13.80 13.80	1 1	15.61 19.77	15.61 19.77	15.61 19.77	15.61 19.77	15.61 19.77	-13.1% -43.3%
84	Activities Coordinator	13.31 13.31	6 6	18.23 24.67	10.00 30.67	18.75 25.38	22.35 26.73	23.02 28.86	-37.0% -85.3%
85	Bus Drivers		8	15.96	9.39	15.87	17.25	19.22	
86	Director, Council on Aging	27.98 36.38	10 11	20.34 39.53	24.03 49.41	19.34 39.68	22.06 41.18	23.79 46.12	-12.1% -8.7%
87	Junior Counselor	8.49 8.49	2 2	8.51 10.36	8.50 10.50	8.51 10.36	8.52 10.43	8.52 10.47	-0.2% -22.0%
88	Outreach Worker		8	21.50	14.81	20.51	24.94	28.11	
89	Parks Director	34.46 41.88	4 4	26.47 42.15	39.52 48.56	25.26 40.71	31.61 43.25	36.54 46.44	1.1% -0.6%
90	Program Coordinator	17.59 24.16	6 8	22.71 27.23	16.77 36.07	22.39 26.16	24.65 30.57	27.01 34.23	-29.1% -12.7%
91	Recreation Counselor	8.58 8.58	2 2	12.50 16.00	10.00 17.00	12.50 16.00	13.75 16.50	14.50 16.80	-45.7% -86.5%
92	Recreation Director	27.98 36.38	8 9	32.60 40.84	29.27 46.12	32.67 42.74	34.66 43.99	36.07 45.83	-16.5% -12.3%
93	Recreation Leader	10.41 13.29	4 4	13.60 17.91	10.00 23.93	12.84 17.67	16.21 21.23	17.72 22.85	-30.6% -34.8%

TEWKSBURY Market Data Survey

	Position Title	FY15 Tewksbury	Comp Data Points	Comp Average	Comp Hi-Lo Range	Comp Median	75% Percentile	90th Percentile	Per cent Tewksbury Data Higher/Lower than Comp Avg
94	Senior Counselor	11.67	3	14.20	12.00	15.00	15.31	15.49	-21.7%
95	Special Need Director	11.67	3	21.55	30.00	19.77	24.89	27.95	-84.6%
		18.82	0						
		24.32	0						
96	Team Leader	16.98	4	13.14	10.00	11.92	14.06	16.86	22.6%
		16.98	4	18.20	23.93	17.63	21.17	22.83	-7.2%
97	Transportation Escort		0						
			0						
98	Volunteer Coordinator	13.31	4	19.06	11.39	19.12	23.24	25.27	-43.2%
		13.31	4	24.66	35.47	24.00	30.42	33.45	-85.3%
99	Youth Worker	14.71	1	22.10	22.10	22.10	22.10	22.10	-50.3%
		20.46	1	28.74	28.74	28.74	28.74	28.74	-40.4%
	SECRETARIAL/CLERICAL								
100	Accounting Assistant	20.49	0						
		28.26	0						
101	Account Clerk	14.56	7	17.42	13.37	16.85	18.67	20.30	-19.7%
		19.47	7	22.24	26.91	22.00	23.03	24.90	-14.2%
102	Administrative Assistant	19.52	7	21.74	18.16	21.30	21.64	24.51	-11.4%
		26.91	7	26.67	28.42	26.60	28.04	28.26	0.9%
103	Administrative Assistant- DPW		2	23.05	20.12	23.05	24.51	25.39	
			2	29.84	34.69	29.84	32.26	33.72	
104	Admin Asst -Permit Tech.	19.52	4	22.86	20.53	23.02	24.00	24.53	-17.1%
		26.91	4	28.04	30.97	28.34	30.16	30.65	-4.2%
105	Administrative Secretary	19.52	5	20.50	17.08	20.29	22.84	23.21	-5.0%
		26.91	5	26.24	31.39	25.87	29.08	30.47	2.5%
106	Administrative Secretary- Police/Fire		3	22.75	20.12	23.45	24.06	24.43	
			3	29.26	31.41	31.39	31.40	31.41	
107	Collections Specialist	19.52	3	23.94	21.91	22.84	24.96	26.23	-22.7%
		26.91	4	28.28	32.34	29.22	30.11	31.45	-5.1%
108	Head Account Clerk	18.08	6	22.63	20.88	22.36	23.72	24.34	-25.2%
		24.92	6	29.44	31.70	29.41	31.08	31.66	-18.1%
109	Office Manager	20.49	6	25.03	20.91	24.97	27.75	28.72	-22.2%
		28.26	6	31.30	36.60	30.53	34.63	36.19	-10.7%
110	Payroll & Accounts Specialist	19.52	7	23.80	18.97	24.31	26.29	28.24	-21.9%
		26.91	7	30.05	36.60	30.85	32.37	34.52	-11.7%
111	Secretary Part Time	15.03	3	18.06	15.68	16.61	19.24	20.83	-20.1%
		19.19	3	18.50	23.21	16.61	19.91	21.89	3.6%
112	Senior Account Clerk	15.86	7	19.31	16.66	18.73	21.57	22.10	-21.7%
		21.85	7	24.92	29.08	23.77	27.89	28.69	-14.0%
113	Senior Clerk/Secretary	15.86	8	18.03	15.79	16.90	19.82	20.77	-13.7%
		21.85	8	23.27	28.15	22.35	25.55	27.67	-6.5%

APPENDIX B



**TEWKSBURY PROPOSED
CLASSIFICATIONS/GRADES - AFSCME**

1

Library Clerical Assistant

2

Children's Specialist

3

Dispatcher

Facilities Maintenance Specialist

Operations Assistant

Parks Maintenance Craftsman

Senior Account Clerk

Senior Clerk/Secretary

4

Head Account Clerk

5

Collections Specialist

Dispatch Supervisor

Heavy/Special Heavy Motor Equipment Operator

Payroll & Accounts Specialist

Technology Specialist

Water Machinery Repair Technician

6

Crew Leader

Motor Equipment Repair/Maintenance

Office Manager

Plumbing/Gas Inspector

Property Reviewer/Data Collector

Water Treatment Operator

**TEWKSBURY PROPOSED
CLASSIFICATIONS/GRADES - AFSCME**

7
Chemist
Supervisor (Fleet, Highway, Water/Sewer)
8
None
9
None
10
None
11
None
12
None
13
None

**TEWKSBURY PROPOSED
CLASSIFICATIONS/GRADES - PRRB**

1

Assistant Animal Control Officer

2

Account Clerk

3

Facilities Maintenance Specialist

4

Animal Control Officer

Library Associate

5

Administrative Assistant

Administrative Assistant-Permit Technician

Administrative Secretary

Electrician

6

Assistant Town Clerk

Executive Secretary

Sanitarian

Veterans' Services Officer

Wiring Inspector

7

Administrative Services Assistant

Adult Services Librarian

Alternate Building Inspector

Assistant Assessor

Executive Assistant

Health Inspector

Local Building Inspector

Police Information Director

Professional Librarian

System Operator

**TEWKSBURY PROPOSED
CLASSIFICATIONS/GRADES - PRRB**

8

Assistant Accountant
Assistant Building Commissioner
Assistant Library Director
Assistant Treasurer/Collector
Public Health Nurse
Town Planner/Conservation Agent

9

Assistant to Town Manager
Director, Council on Aging
Human Resources Director
Project Manager

10

Assistant DPW Superintendent
Building Commissioner
Chief Assessor
Chief Operating Engineer
Director of Public Health
Library Director
Technology Operations Manager
Town Clerk
Town Engineer
Treasurer/Collector

11

NONE

12

Deputy Fire Chief
Deputy Police Chief

13

Chief of Police
Director of Community Development
Finance Director
Fire Chief
Superintendent of Public Works



PROPOSED TEWKSBURY FY2016 PAY PLAN

Weekly based on 40 hours per week/Annual based on 52.2 weeks per year

GRADE	Amount	1	2	3	4	5	6	7	8	9	10
1	Hourly	15.50	15.88	16.29	16.70	17.12	17.55	17.99	18.44	18.90	19.37
	Weekly	620.00	635.60	651.60	668.00	684.80	702.00	719.60	737.60	756.00	774.80
	Annual	32,364.00	33,178.32	34,013.52	34,869.60	35,746.56	36,644.40	37,563.12	38,502.72	39,463.20	40,444.56
2	Hourly	16.90	17.32	17.75	18.19	18.64	19.11	19.59	20.08	20.58	21.09
	Weekly	676.00	692.80	710.00	727.60	745.60	764.40	783.60	803.20	823.20	843.60
	Annual	35,287.20	36,164.16	37,062.00	37,980.72	38,920.32	39,901.68	40,903.92	41,927.04	42,971.04	44,035.92
3	Hourly	18.42	18.88	19.35	19.83	20.33	20.84	21.36	21.89	22.44	23.00
	Weekly	736.80	755.20	774.00	793.20	813.20	833.60	854.40	875.60	897.60	920.00
	Annual	38,460.96	39,421.44	40,402.80	41,405.04	42,449.04	43,513.92	44,599.88	45,706.32	46,854.72	48,024.00
4	Hourly	20.08	20.58	21.09	21.62	22.16	22.71	23.28	23.86	24.46	25.07
	Weekly	803.20	823.20	843.60	864.80	886.40	908.40	931.20	954.40	978.40	1,002.80
	Annual	41,927.04	42,971.04	44,035.92	45,142.56	46,270.08	47,418.48	48,608.64	49,819.68	51,072.48	52,346.16
5	Hourly	21.89	22.44	23.00	23.58	24.17	24.77	25.39	26.02	26.67	27.34
	Weekly	875.60	897.60	920.00	943.20	966.80	990.80	1,015.60	1,040.80	1,066.80	1,093.60
	Annual	45,706.32	46,854.72	48,024.00	49,235.04	50,486.96	51,779.76	53,014.32	54,329.76	55,686.96	57,085.92
6	Hourly	23.86	24.46	25.07	25.70	26.34	27.00	27.68	28.37	29.08	29.81
	Weekly	954.40	978.40	1,002.80	1,028.00	1,053.60	1,080.00	1,107.20	1,134.80	1,163.20	1,192.40
	Annual	49,819.68	51,072.48	52,346.16	53,661.60	54,997.92	56,376.00	57,795.84	59,236.56	60,719.04	62,243.28
7	Hourly	26.01	26.66	27.33	28.01	28.71	29.43	30.17	30.92	31.69	32.48
	Weekly	1,040.40	1,066.40	1,093.20	1,120.40	1,148.40	1,177.20	1,206.80	1,236.80	1,267.60	1,299.20
	Annual	54,308.88	55,686.08	57,085.04	58,484.88	59,946.48	61,449.84	62,994.96	64,560.96	66,168.72	67,818.24
8	Hourly	28.35	29.06	29.79	30.53	31.29	32.07	32.87	33.69	34.53	35.39
	Weekly	1,134.00	1,162.40	1,191.60	1,221.20	1,251.60	1,282.80	1,314.80	1,347.60	1,381.20	1,415.60
	Annual	59,194.80	60,677.28	62,201.52	63,746.64	65,333.52	66,962.16	68,632.56	70,344.72	72,098.64	73,894.32
9	Hourly	30.90	31.67	32.46	33.27	34.10	34.95	35.82	36.72	37.64	38.58
	Weekly	1,236.00	1,266.80	1,298.40	1,330.80	1,364.00	1,398.00	1,432.80	1,468.80	1,505.60	1,543.20
	Annual	64,519.20	66,126.96	67,776.48	69,467.76	71,200.80	72,975.60	74,792.16	76,671.36	78,592.32	80,555.04
10	Hourly	33.68	34.52	35.38	36.26	37.17	38.10	39.05	40.03	41.03	42.06
	Weekly	1,347.20	1,380.80	1,415.20	1,450.40	1,486.80	1,524.00	1,562.00	1,601.20	1,641.20	1,682.40
	Annual	70,323.84	72,077.76	73,873.44	75,710.88	77,610.96	79,552.80	81,536.40	83,582.64	85,670.64	87,821.28
11	Hourly	36.71	37.63	38.57	39.53	40.52	41.53	42.57	43.63	44.72	45.84
	Weekly	1,468.40	1,505.20	1,542.80	1,581.20	1,620.80	1,661.20	1,702.80	1,745.20	1,788.80	1,833.60
	Annual	76,650.48	78,571.44	80,534.16	82,538.64	84,605.76	86,714.64	88,866.16	91,099.44	93,375.36	95,713.92
12	Hourly	40.01	41.01	42.04	43.09	44.17	45.27	46.40	47.56	48.75	49.97
	Weekly	1,600.40	1,640.40	1,681.60	1,723.60	1,766.80	1,810.80	1,856.00	1,902.40	1,950.00	1,998.80
	Annual	83,540.88	85,628.88	87,779.52	89,971.92	92,226.96	94,523.76	96,883.20	99,305.28	101,790.00	104,337.36
13	Hourly	43.61	44.70	45.82	46.97	48.14	49.34	50.57	51.83	53.13	54.46
	Weekly	1,744.40	1,788.00	1,832.80	1,878.80	1,925.60	1,973.60	2,022.80	2,073.20	2,125.20	2,178.40
	Annual	91,057.68	93,333.60	95,672.16	98,073.36	100,516.32	103,021.92	105,590.16	108,221.04	110,935.44	113,712.48

PROPOSED TEWKSBURY FY2016 PAY PLAN

Weekly based on 37.5 hours per week/Annual based on 52.2 weeks per year

GRADE	Amount	1	2	3	4	5	6	7	8	9	10
1	Hourly	15.50	15.89	16.29	16.70	17.12	17.55	17.99	18.44	18.90	19.37
	Weekly	581.25	595.88	610.88	626.25	642.00	658.13	674.63	691.50	708.75	726.38
	Annual	30,341.25	31,104.94	31,887.94	32,690.25	33,512.40	34,354.39	35,215.69	36,096.30	36,996.75	37,917.04
2	Hourly	16.90	17.32	17.75	18.19	18.64	19.11	19.59	20.08	20.58	21.09
	Weekly	633.75	649.50	665.63	682.13	699.00	716.63	734.63	753.00	771.75	790.88
	Annual	33,081.75	33,903.90	34,745.89	35,607.19	36,487.80	37,408.09	38,347.69	39,306.60	40,285.35	41,283.94
3	Hourly	18.42	18.88	19.35	19.83	20.33	20.84	21.36	21.89	22.44	23.00
	Weekly	690.75	708.00	725.63	743.63	762.38	781.50	801.00	820.88	841.50	862.50
	Annual	36,057.15	36,957.60	37,877.89	38,817.49	39,796.24	40,794.30	41,812.20	42,849.94	43,926.30	45,022.50
4	Hourly	20.08	20.58	21.09	21.62	22.16	22.71	23.28	23.86	24.46	25.07
	Weekly	753.00	771.75	790.88	810.75	831.00	851.63	873.00	894.75	917.25	940.13
	Annual	39,306.60	40,285.35	41,283.94	42,321.15	43,378.20	44,455.09	45,570.60	46,705.95	47,880.45	49,074.79
5	Hourly	21.89	22.44	23.00	23.58	24.17	24.77	25.39	26.02	26.67	27.34
	Weekly	820.88	841.50	862.50	884.25	906.38	928.88	952.13	975.75	1,000.13	1,025.25
	Annual	42,849.94	43,926.30	45,022.50	46,157.85	47,313.04	48,487.54	49,701.19	50,934.15	52,206.79	53,518.05
6	Hourly	23.86	24.46	25.07	25.70	26.34	27.00	27.68	28.37	29.08	29.81
	Weekly	894.75	917.25	940.13	963.75	987.75	1,012.50	1,038.00	1,063.88	1,090.50	1,117.88
	Annual	46,705.95	47,880.45	49,074.79	50,307.75	51,560.55	52,852.50	54,183.60	55,534.54	56,924.10	58,353.34
7	Hourly	26.01	26.66	27.33	28.01	28.71	29.43	30.17	30.92	31.69	32.48
	Weekly	975.38	999.75	1,024.88	1,050.38	1,076.63	1,103.63	1,131.38	1,159.50	1,188.38	1,218.00
	Annual	50,914.84	52,186.95	53,498.74	54,829.84	56,200.09	57,609.49	59,058.04	60,525.90	62,033.44	63,579.60
8	Hourly	28.35	29.06	29.79	30.53	31.29	32.07	32.87	33.69	34.53	35.39
	Weekly	1,063.13	1,089.75	1,117.13	1,144.88	1,173.38	1,202.63	1,232.63	1,263.38	1,294.88	1,327.13
	Annual	55,495.39	56,884.95	58,314.19	59,762.74	61,250.44	62,777.29	64,343.29	65,948.44	67,592.74	69,276.19
9	Hourly	30.90	31.67	32.46	33.27	34.10	34.95	35.82	36.72	37.64	38.58
	Weekly	1,158.75	1,187.63	1,217.25	1,247.63	1,278.75	1,310.63	1,343.25	1,377.00	1,411.50	1,446.75
	Annual	60,486.75	61,994.29	63,540.45	65,126.29	66,750.75	68,414.89	70,117.65	71,879.40	73,680.30	75,520.35
10	Hourly	33.68	34.52	35.38	36.26	37.17	38.10	39.05	40.03	41.03	42.06
	Weekly	1,263.00	1,294.50	1,326.75	1,359.75	1,393.88	1,428.75	1,464.38	1,501.13	1,538.63	1,577.25
	Annual	65,928.60	67,572.90	69,256.35	70,978.95	72,760.54	74,580.75	76,440.64	78,358.99	80,316.49	82,322.45
11	Hourly	36.71	37.63	38.57	39.53	40.52	41.53	42.57	43.63	44.72	45.84
	Weekly	1,376.63	1,411.13	1,446.38	1,482.38	1,519.50	1,557.38	1,596.38	1,636.13	1,677.00	1,719.00
	Annual	71,860.09	73,660.99	75,501.04	77,380.24	79,317.90	81,295.24	83,331.04	85,405.99	87,539.40	89,731.80
12	Hourly	40.01	41.01	42.04	43.09	44.17	45.27	46.40	47.56	48.75	49.97
	Weekly	1,500.38	1,537.88	1,576.50	1,615.88	1,656.38	1,697.63	1,740.00	1,783.50	1,828.13	1,873.88
	Annual	78,319.84	80,277.34	82,293.30	84,348.94	86,463.04	88,616.29	90,828.00	93,098.70	95,428.39	97,816.54
13	Hourly	43.61	44.70	45.82	46.97	48.14	49.34	50.57	51.83	53.13	54.46
	Weekly	1,635.38	1,676.25	1,718.25	1,761.38	1,805.25	1,850.25	1,896.38	1,943.63	1,992.38	2,042.25
	Annual	85,366.84	87,500.25	89,692.65	91,944.04	94,234.05	96,563.05	98,991.04	101,457.49	104,002.24	106,605.45